

B8595 HC
2. S71
Copy 2


STAFF RETENTION IN A CHILD WELFARE ORGANIZATION

S. C. STATE LIBRARY

AUG 18 2004

STATE DOCUMENTS

February, 1998

Ann M. Maletic
4322 Azalea Dr.
Columbia, SC 29205


Department of Health and Human Services
Division of Quality Assurance

DHHS Supervisor: George Appenzeller
Richland County DSS Project Coordinator: Annette Hairston Boette

TABLE OF CONTENTS

INTRODUCTION

Project Goal

Problem Statement

Methodology

Current Situation

FINDINGS

Literature Review

Manager Interviews

Staff Surveys

Client Interviews

RECOMMENDATIONS

EVALUATION AND MEASURE OF SUCCESS

APPENDICES:

- 1: Manager Interviews
- 2: DSS Staff Survey Results
- 3: Client Surveys Results from DSS
- 4: Selected Annotated Bibliography
- 5: CPM Project Goal Discussion

INTRODUCTION

Project Goal: The goal of this project is to explore the problem of staff retention in a child welfare setting, and to develop easy-to-implement recommendations regarding a supportive environment which motivates good staff to stay. Since this goal would increase the quality of service to clients (customers), this project fits within the missions of both the South Carolina Department of Health and Human Services¹ and the South Carolina Department of Social Service².

It is hoped that the recommendations would lead to two measurable long term benefits: stemming the tide of staff turnover by decreasing the turnover rate by at least two percent, and, by increasing client satisfaction. Client satisfaction can be measured by using client ratings of their case managers. In the short term, given the time frame of this project, it is hoped that organizations will choose to adopt these measures.

Problem Statement: In human services, line staff and supervisors are the most important resource for maximizing the productivity and effectiveness of agencies. It is not difficult to imagine the negative effects of high staff turnover. Staff turnover can result in uncovered caseloads, discontinuity of service to families, a general loss of quality service, and can be detrimental to staff morale. Thus both internal and external customers are effected.

¹The mission of the Department of Health and Human Services is to enhance the viability of South Carolinians by improving the health and social status of South Carolina families.

²The mission of the Department of Social Services is to ensure that South Carolinians in need receive economic support, protective services and assistance in locating and obtaining employment. DSS seeks to provide protection and other needed services to children and adults who cannot protect themselves and to provide job training and employment services to help South Carolinians who can work become self-sufficient.

Turnover costs are associated with three types of direct and indirect costs: acquisition, learning and separation (see Flamholz diagram below).

TURNOVER COSTS: Positional Replacement Cost		
Recruitment	>> Direct Costs	>> Acquisition Costs
Selection		
Hiring		
Placement		
Cost of promotion or transfer from within	>> Indirect Costs	
Formal Training and orientation	>> Direct Costs	>> Learning Costs
On-the-Job Training		
Cost of the Trainer's Time	>> Indirect Costs	
Separation Pay	>> Direct Cost	>> Separation Costs
Loss of Efficiency Prior to Separation	>> Indirect Costs	
Cost of Vacant Position During Search		

*Flamholz, E. (1974). HUMAN RESOURCES ACCOUNTING. Encino, CA:Dickenson Publishing.

Additionally, the learning curve for new workers to “come-up-to-speed” is likely to be higher than many professional positions given the nature of the work. Thus both basic and continued training costs are high.

Methodology: Besides carrying out the first step of determining and collecting any information already available regarding staff turnover rates, and client satisfaction, the following

steps will be taken: literature will be searched and reviewed, management will be interviewed, staff will be surveyed. Finally, information from all these sources will be brought together through recommendations.

Current Situation: Statewide turnover rates, by program³, in state fiscal year 1997, varied between 9% and 20%. Additionally, over 360 jobs remained unfilled (as of 11/20/97)⁴ in state and county social service agencies across South Carolina. Of special concern are those county offices where a program area may only have one or two persons. One particular program area, Child Protective Services, can be critical to the outcome of a child maltreatment case. Since a number of child deaths have occurred in South Carolina among children who had been identified to DSS or were under their care, provisions of staff training and staff support can be seen as affecting life and death under some circumstances.

The information collected at the state level regarding reasons for leaving merely categorizes each departure as generally: resigned, terminated or retired (see following chart). Unfortunately, there is no additional information on 79% of those departures noted as "resigned". More specific categorization, such as resigning due to better job opportunity, or due to own illness or family illness or need to care for children would be useful but cannot be obtained for the purpose of this study.

³ Program areas and their staff turnover rates are: Child Protective Services (CPS) 20%, Food Stamp (FS) 12%, Family Independence (FI) 11%, Medicaid (M) 9% (see Appendix).

⁴ From a phone conversation with Ms. Robin Owens, State DSS on 11/20/97.

REASONS FOR LEAVING EMPLOYMENT ALL SOUTH CAROLINA SOCIAL SERVICE COUNTY OFFICES STATE FY 96/97		
REASON	NUMBER	PERCENT
Resigned	305	79%
Terminated	30	8%
Retirement	35	9%
Disability retirement	8	2%
Job elimination or Reduction in force	4	1%
Unsatisfactory Work	1	1%
Excessive Absence or Discipline/ Insubord.	2	
Deceased	3	
TOTAL	388	100%

FINDINGS

Literature Review: A number of journal articles on staff retention were reviewed (see Appendix 4). There are a number of common themes throughout them. Rycraft's four primary factors which influence employee retention in public child welfare come close to typifying the common themes⁵. They are listed below with their definitions.

⁵Rycraft, J.R. "The Party Isn't Over: The Agency Role in the Retention of Public Child Welfare Caseworkers", *Social Work*, Jan 1994, v 39, n 1, pg 75-79.

Factor	Definition
Mission	Caseworkers' view of their jobs and commitment to helping others, priority of working with children and the importance of child protection
Goodness of Fit	Degree of suitability and flexibility in job assignments
Supervision	Specific attributes of a supervisor desired by a case worker
Investment	Personal and professional investment, the mutual involvement between the worker and the agency, and the importance of colleagues
Rycraft, 1994 p. 76	

Any of the additional findings in this area can be subsumed under these four themes. For instance, the balance between “paperwork” and “people work” noted in Reagh’s study could fit under the goodness of fit typified above. “Systems” must balance the needs of paperwork /people work so that workers aren’t driven away.

One of the basic tenet’s running through current management books is quoted below from the Quality Management Skills, guide for managers text used in the Certified Manager Program:

Management must free itself from the assumptions about work and organizations that have dominated our thinking for thousands of years. It must act to enlist the full cooperation and commitment of the people and groups being managed (chapter 1, page 14)

Manager Interviews: Interviews of four managers in public welfare were done to determine the managers’ sense of issues related to staff retention and training, and perceived leadership style. Additionally, the manager’s background (academic credentials, number of years in child welfare, number of years as supervisor, number of years as manager) were noted. A structured, but open-

ended interview form was used (see Appendix 2).

Two of the four interviews were done for the purpose of variety. Thus, one interview was of a previous state agency head (a state other than South Carolina) now working as a college professor, and a second interview was of one of the first MSW's in the state, a woman who had been the agency director of the Children's Bureau.

The two interviews of current county directors found them supportive of workers/case managers returning to school to obtain their MSW's but feeling as if their hands are tied generally, especially in regard to pay increases. They both felt that any program would have to be initiated at the state level rather than by them at the county level.

Staff Interviews: The survey instrument for the staff elicited their perceptions regarding their work environment and how they feel they fare as workers. As can be seen in the chart on the following page, staff generally agreed with all of the statements regarding the 'costs' of turnover. Additional analysis of the results indicated that agreement was even stronger among staff who have been employed at DSS for five more years.

RESULTS FROM A SURVEY OF COUNTY LEVEL STAFF COSTS OF TURNOVER (N=101)*	
For the following 6-part question, respondents were asked to use the following rating scale:	
<div>Strong NO</div> <div>(Neutral)</div> <div>Strong YES</div> <div>1 2 3 4 5</div>	
20) Do you feel that:	Scaled results:
A) <u>staff turnover</u> makes your job more difficult?	4.1
B) <u>staff turnover</u> affects the quality of service to clients?	4.3
C) <u>lack of pertinent background of new staff</u> makes your job more difficult?	3.6
D) <u>lack of pertinent background of new staff</u> affects the quality of service to clients?	3.6
E) a <u>lack of on-the job training</u> makes your job more difficult?	3.8
F) a <u>lack of on-the-job training</u> affects the quality of service to clients?	3.9
*NOTE: See complete results in Appendix 2.	

There appeared to be three themes regarding what would make it easier for staff to

There appeared to be three themes regarding what would make it easier for staff to remain at their jobs. The first theme was **more pay** (items 21 c, d, e). The second theme was increased **acknowledgment of a job well done** (items 21 h, u). The third theme was better **communication / better listening** from those above me / more **staff support** in general and more **on-the-job training** (items i, j, k and s).

It is interesting to note that the first theme, increased pay, may generally be a difficult or broad problem within state government. However, the latter two themes, acknowledgment and support are changeable.

**RESULTS FROM A SURVEY OF COUNTY LEVEL STAFF
ON WORK ENVIRONMENT IMPROVEMENTS(n=101)**

For the following question, respondents were asked to please **check any item** that they felt their agency or supervisor could do to make their job a more positive place to continue working. Also, they were also asked to please **number the top 1- 3 priorities** with a #1 marked for the top priority (#2 at 2nd, #3 at 3rd). (Numbers noted below indicate the number of respondents that "checked-off" the item).

21) Changes that would **encourage me to keep working here:**

- A. 16 No changes needed at this time.
- B. 30 Better automated system.
- C. 52 Higher initial pay for more qualified new hires.
- D. 75 Higher pay for all.
- E. 76 Higher pay for those 'producing'.
- F. 75 More opportunities for advancement.
- G. 43 More opportunities to take on responsibility/areas of interest.
- H. 74 Better acknowledgment of a job well done.
- I. 57 Better communication from those above me.
- J. 57 Better "listening" from those above me/ allow my input.
- K. 54 More staff support in general.
- L. 49 Better security at the job site.
- M. 39 Better kept-up office (carpeting, cleanliness).
- N. 35 Better health environment (cleaner air, less hazards or crowdedness etc).
- O. 20 More meetings with specified agendas.
- P. 26 Less meetings.
- Q. 34 Allow me to specialize.
- R. 19 Allow me to do a greater variety of things.
- S. 50 Better/more on-the-job training
- T. 23 More opportunities to socialize with co-workers (bowling, baseball etc)
- U. 55 Acknowledgment that we make a positive difference in client's lives.

Surveys were completed by staff in 6 counties in South Carolina during the month of February 1998. Special thanks to Gloria Peoples Washington who added these two items to a survey she was administering.

Client Interviews: The purpose of interviewing clients was to determine client perceptions regarding service in general and more specifically, service by their case managers, as well as, their longevity with their case manager(s). An existing and recently administered survey was received from State DSS sources. The instrument focused on the clients experiences at the county DSS office that day, as the client exited the building. Besides specific questions about the amount of time spent waiting, and whether the meeting was based on an appointment, the client was asked “How did our DSS staff treat you today?”. Given the time frame of this project, this item was used as a index to case manager satisfaction. The following table breaks out the results on this item.

County DSS Customer Satisfaction Survey (n=199) 7/97				
How did our DSS staff treat you today?				
Excellent	Good	Fair	Poor	No Response
30% (59)	28% (56)	19% (38)	17% (33)	6% (13)
(See Appendix 3 for full survey and results)				

RECOMMENDATIONS

The topic of staff retention is a broad one and an area which is not easily affected. The following recommendations come from the findings in this report.

First, more information is needed regarding why staff leave. Seventy-nine percent of those who left jobs at DSS in the past year were merely classified at “resigned”. Information regarding whether they had jobs with higher salaries, or resigned to take care of loved ones would be helpful. A very simple survey could be handed to resigning employees. It could be voluntary and based on self-report.

Second, a general acknowledgment that child welfare workers do meaningful work, and make a difference in people’s lives, is needed. Whether professional banners or posters with that theme or related themes, or small celebrations of specific measurable goals (such as reaching the “100 families reaching self-sufficiency”, or applauding the accomplishments of a foster child), acknowledgments need to be made.

Third, workers need to know they are valued, need to be given a voice, and need to know they are the ones that make the system work. Depending on the size of the county office, teams should be identified, and should be able to voice their opinions regarding the best way to accomplish their goals. They should have a say in the way their work gets done.

Fourth, clients should continue to be surveyed, but the survey should go beyond the one referenced in this report. The survey should, at a minimum, ask the client if they have concerns about issues concerning their case, not just whether they were treated well by the staff that particular day.

It is clear from the staff survey that South Carolina child welfare staff are invested in helping people. This is a strength of the system. Almost 90%(??i need to check this) of the staff interviewed wrote that their part of the mission at DSS was to assist others. More research/ investigation needs to be done regarding where they are in terms of teams and management but clearly giving workers a voice is needed.

EVALUATION AND MEASURE OF SUCCESS

Since any combination of recommendations could be implemented, the direct measure of each would be needed. If the County DSS office implements any of the recommendations, it is hoped that they will carry out pre and post test surveys. The results of the post test would allow them to analyze any effect or outcome of those changes. The final steps, therefore, would be for them to administer the post test, analyze the findings, fix any problems, standardize any policy and procedure changes related to the recommendations, and make any future plans needed for continued positive change in their organization. If worthwhile results are found, similar changes can be made at the other 45 county social service offices in South Carolina either through intervention of the state office or through collaboration with the other county offices. Ideally, the measures will be found to be sensitive to the changes that occur over time.

The two instruments, or surveys, for customers and staff, can be used as a pretest to document initial conditions, and later as a post test to document any changes. A representative

instrument(s) for customers and staff could then be utilized six to nine months after the implementation of any of the recommendations.

Outcome: Minimizing staff turnover allows the opportunity for customers to receive the best possible service. In a social service agency, whether a government entity or a contractual organization, keeping motivated workers is essential. Direct outcomes may result in clients getting personalized, focused, creative and timely assistance in solving their basic safety, housing or general economic problems. Indirect and long term outcomes may include a greater success rate of clients being safe, and becoming economically viable (per DSS's mission) and more citizens having improved health and social status (per DHHS's mission), as well as, happier and more focused staff.

APPENDIX 1: PUBLIC WELFARE MANAGEMENT SURVEY

General Background:

Bachelors in:

Masters in:

PhD in:

First job in social welfare:

Currently in social welfare svc: y / n

Total Years as a line worker:

Total Years working in social welfare:

Total Years teaching in the SW area:

Describe yourself in relation to the Social Work field, and, any personal life crisis or epiphany regarding the work in the Social Work field:

Work Philosophy:

Hiring Philosophy:

How to hire and keep good people in the SW field?

If you had to make a choice between someone with the appropriate credentials vs. someone with a great love for helping others, what would you choose?

APPENDIX 2: TALLIED RESULTS OF THE SC DSS STAFF SURVEY

NOTE: Surveys were completed by staff in 6 counties in South Carolina during the month of February 1998. Special thanks to Gloria Peoples Washington who added items to a survey she was administering for a University related project. The following is the survey in its' entirety along with the tallied results. Comments were not included in this report.

The purpose of this survey is to review professional staff development issues among human service workers employed with the South Carolina Department of Social Services. This survey is being conducted in the context of a University of South Carolina graduate social work field placement to make recommendations for improving working conditions or opportunities. Your individual responses will remain anonymous. The data will be tabulated and comments organized into aggregate responses. This survey is being conducted solely for the above-stated purpose and will be used to assist in developing a plan of action to improve professional development. I am surveying participants from several counties, and participation is voluntary. Please provide your honest responses to the questions. We need your opinions.

1) Gender (n=97) 87% Female 13% Male

2) Age (n=99)

Under 25	25-35	35-45	46 and Above
7%	29%	30%	33%

3) In which program area do you work? (n=99)

Child welfare svc: 36 Human svc: 6
 Child protection svc: 28 Foster care: 5
 Adult protective svc: 19 Teen companion: 2
 Others mentioned: administration, medicaid, ps, tcp,ws

4) In which other program areas have you worked at DSS?

Xx respondents noted they had not worked other places, or, left this item blank. Many respondents mentioned more than 1 place. Mentions are as follows: food stamps (14), family independence (10), child protective services (7), medicaid (7), economic svc. (5), administration (2), clerical (1), human svc. (1), youth program(1).

5) Number of years at DSS? (n=100)

Less than 2	2-4	5-10	More than 10
19%	22%	21%	38%

6) Your undergraduate degree is in?(n=101)

(NOTE: Nine respondents left their answer as a blank, and many respondents named 2 majors.)

Mentions are as follows: Social work (22), Sociology (21), Psychology (12), Business (9), Political science (2),Biology (1), Communication (1), criminal justice (2), education (3),

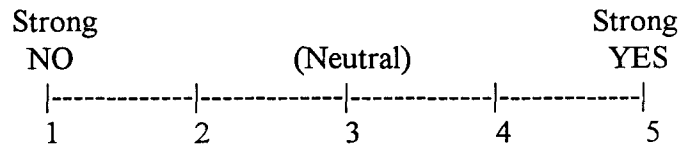
English (4), fine arts (1), general studies(2), health(1), history (2), Recreation(1), therapeutic recreation (1).

- 7) Did you obtain your undergraduate degree prior to DSS employment? (n=98)
84% Yes 16% No
- 8) Do you have a graduate level degree? (n=97) 16% Yes 84% No
Types of graduate degrees reported: MSW 8, Rehabilitation counseling 2, others mentioned: "MA", divinity, Master's in Education/counseling, MA/music education, personnel, Phd in education, theology/guidance.
- 9) When you think of professional development as it relates to DSS, what do you think of? _____
- 10) Do you think there is a career ladder for you at DSS? (n=93)
35% Yes 57% No
Please explain: _____
- 11) Do you think your agency should support those who desire to seek relevant higher degrees? (n=99) 97% Yes 3% No
- 12) Does your agency have an active continuing education plan? (n=91)
60% Yes 40% No
- 13) Will your agency pay for continuing education?(n=87) 65% Yes 35% No
If yes, are the funds easily accessible? (n=55) 16% Yes 84% No
- 14) Please list below at least one innovative idea for continuing education: _____
- 15) What credentials do you have to do your job? _____
- 16) What additional professional credentials would you like to seek? _____
- 17) Please prioritize what would help you attain this: (1) most helpful...(5) least helpful
- | | |
|--|-----|
| 1. Flex time | 2.1 |
| 2. Reimburse cost/tuition | 1.4 |
| 3. Administrative time(i.e., not required to take leave) | 1.8 |

Note: 17 comments were written in with an average priority of 2.1.

- 18) Do you plan to continue employment with DSS as a career? (n=101)
66% Yes 26% No 8% "Blank"
- 19) If you already have an MSW or if you receive your MSW while employed at DSS, would you more likely than not continue employment with DSS if the agency paid for LISW supervision? (n=101)
31% Yes 31% No 38% "Blank"
If yes, explain why: _____

20) For the following 6-part question, please use the following rating scale:



Do you feel that:	(Average)
A) <u>staff turnover</u> makes your job more difficult?(n=98)	4.2
B) <u>staff turnover</u> affects the quality of service to clients?	4.3
C) <u>lack of pertinent background of new staff</u> makes your job more difficult? (n=98)	3.6
D) <u>lack of pertinent background of new staff</u> affects the quality of service to clients?(n=98)	3.6
E) a <u>lack of on-the job training</u> makes your job more difficult?(n=98)	3.8
F) a <u>lack of on-the-job training</u> affects the quality of service to clients?(n=95)	3.8

For the following question, please check any item that you feel your agency or supervisor could do to make your job a more positive place to continue working. Also, please number the top 1- 3 priorities with a #1 marked for the top priority (#2 at 2nd, #3 at 3rd). (NOTE: Many respondents did not follow the directions precisely. Thus, what will be reported below is the number of respondents that either checked or prioritized each item.)

21) Changes that would encourage me to keep working here:

- A. 16 No changes needed at this time.
- B. 29 Better automated system.
- C. 52 Higher initial pay for more qualified new hires.
- D. 74 Higher pay for all.
- E. 77 Higher pay for those 'producing'.
- F. 74 More opportunities for advancement.
- G. 42 More opportunities to take on responsibility/areas of interest.
- H. 75 Better acknowledgment of a job well done.
- I. 56 Better communication from those above me.
- J. 57 Better "listening" from those above me/ allow my input.
- K. 54 More staff support in general.
- L. 52 Better security at the job site.
- M. 38 Better kept-up office (carpeting, cleanliness).
- N. 36 Better health environment (cleaner air, less hazards or crowdedness etc).
- O. 20 More meetings with specified agendas.
- P. 26 Less meetings.
- Q. 34 Allow me to specialize.
- R. 19 Allow me to do a greater variety of things.
- S. 51 Better/more on-the-job training
- T. 22 More opportunities to socialize with co-workers (bowling, baseball etc)
- U. 57 Acknowledgment that we make a positive difference in client's lives.
- V. 9 Other 1 _____

STAFF SURVEY---PART II

The remaining questions were taken from a guide for training and development provided by South Carolina Human Resources Management(Modified):

- 1) How do you see your job contributing to the overall mission of the organization?

- 2) In what areas of your job do you feel you need further training and/or expertise?

- 3) Do you feel you have abilities which are not being fully utilized on your present job? (n=101)
46% Yes 40% No 15% "Blank"
- 4) If yes to #3, please suggest how they can be used more? _____

- 5) What part of your job interests you the most? _____
- 6) What part of your job interests you the least? _____
- 7) What changes can your supervisor make that would help you improve your performance?
- 8) What is your ambition or goal for the next five years? _____
- 9) What are you doing to prepare yourself to meet this goal? _____

If you wish to receive a copy of the survey results, please send a written request to:
Gloria P. Washington, Darlington County DSS, P.O. Drawer 1377, Hartsville, SC, 29551.

THANKS FOR YOUR HELP,

Gloria Peoples Washington

**APPENDIX 3: RESULTS FROM PREVIOUSLY COMPLETED
DSS COUNTY CLIENT SURVEY**

Richland County DSS Customer Satisfaction Survey

Total Questionnaires Returned: 199

Survey Date: 7/7/97 - 7/21/97

				<u>Number</u>	<u>Percent</u>	<u>Within Multiple Reasons</u>
1. Reason for visit:	A. No response			26	13.1%	-----
	B. Multiple reasons/responses			48	24.1%	-----
	C. To find a job			8	4.0%	9
	D. To apply for welfare			2	1.0%	16
	E. To apply for food stamps			49	24.6%	35
	F. To apply for Medicaid			9	4.5%	22
	G. To find a nursing home			0	0.0%	0
	H. To bring papers my caseworker wanted			16	8.0%	7
	I. To talk to someone about family problem			3	1.5%	5
	J. To help a relative			2	1.0%	0
	K. To see my children			1	0.5%	1
	L. My caseworker asked me to come			5	2.5%	6
	M. Other			30	15.1%	13
2. What time did you come into the office today?	<u>No Response</u>	<u>Before 8:00</u>	<u>8:00 - 10:00</u>	<u>10:00 - 12:00</u>	<u>12:00 - 1:30</u>	<u>After 1:30</u>
	12	28	95	48	16	0
	6.0%	14.1%	47.7%	24.1%	8.0%	0.0%
3. How long did you wait to be seen by a caseworker today?	<u>No Response</u>	<u>1 - 15 mins</u>	<u>15 - 30 mins</u>	<u>30 - 45 mins</u>	<u>45 - 60 mins</u>	<u>One hour +</u>
	37	48	21	8	19	66
	18.6%	24.1%	10.6%	4.0%	9.5%	33.2%
4. Were you satisfied with the amount of time you waited today?	<u>No Response</u>			<u>Yes</u>	<u>No</u>	
	14			86	99	
	7.0%			43.2%	49.7%	
5. Did you try to see your caseworker on an earlier day but were told to come back today?	<u>No Response</u>			<u>Yes</u>	<u>No</u>	
	15			40	144	
	7.5%			20.1%	72.4%	
6. Were you given a choice when to return?	<u>No Response</u>			<u>Yes</u>	<u>No</u>	
	102			29	68	
	51.3%			14.6%	34.2%	
7. Were you told you could make appointments before 8:30 AM or after 5:00 PM if you needed one?	<u>No Response</u>			<u>Yes</u>	<u>No</u>	
	47			44	108	
	23.6%			22.1%	54.3%	
8. How did our DSS staff treat you today?	<u>No Response</u>	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	
	13	59	56	38	33	
	6.5%	29.6%	28.1%	19.1%	16.6%	
9. Were all your questions answered?	<u>No Response</u>			<u>Yes</u>	<u>No</u>	
	36			121	42	
	18.1%			60.8%	21.1%	

APPENDIX 4: SELECTED ANNOTATED BIBLIOGRAPHY

Cicero-Reese, and Black, Phyllis. Child Welfare Workers Who Remain on the job: Why they Don't Quit, Unpublished Paper.

This study found that child welfare workers that stayed on the job had a deep commitment to the protection of children. Factors found important include the following: workers' commitment to the protection of children, workers' desire to help children, worker experiences' a sense of personal fulfillment with work in child welfare, worker majored in social work or related curriculum in undergraduate school, worker discontent with bureaucracy, workers' perceived support from direct supervisors and peers, and workers' personal life experience.

Edwards, Richard L., and Yankey, John A., Editors: Skills for Effective Human Services Management, 1991 NASW Press, Silver Spring, MD.

This book contained several chapters which touch on retention and preferred management techniques.

Flowers, Vincent S., and Hughes, Charles. Why Employees Stay, Harvard Business Review: July-August 1973.

This article which looks at employee retention in general, argues that companies must understand that "the average employee" is merely a concept, and that retaining individuals requires responsiveness to the varying values of employees.

Reagh, Rhonda. Public Child Welfare Professionals- Those Who Stay, Journal of Sociology and Social Welfare pp. 69-78.

This article investigated the life histories and work experiences of 18 selected child welfare workers. Findings provide insight into the world of the child welfare worker.

Rycraft. Joan R. The Party Isn't Over: The Agency Role in the Retention of Public Child Welfare Caseworkers, Social Work, Volume 39, Number 1, January 1994.

This article reports the findings of a national exploratory study which attempted to predict factors that may influence continuity of employment in public child welfare. The four factors of retention that were identified are (1) mission, (2) goodness of fit, (3) supervision, and (4) investment.

APPENDIX 5: CPM PROJECT GOAL DISCUSSION

Purpose of Project: To apply the knowledge candidates have gained from participating in the program to an opportunity for improvement in the agency.

Method: use 7steps: define the problem, define the current situation, analyze the cause, plan and implement a solution, check the results, standardize, future.

Project goal: Clearly define the project goal that includes the following 'SMART' criteria: specific, measurable, agreed upon, realistic, time driven.